

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Iuliia Kolotova
Title of thesis:	Influence of knowledge management practices on organizational performance: empirical research at Russian SME's

Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis. Justification of the topic choice; accuracy in defining the aim and tasks of the thesis; originality of the topic and the extent to which it was covered; alignment of the thesis' topic, aim and objectives.

Small and medium-sized enterprises (SMEs) are important for economy in every country. Since SMEs operations are becoming more and more knowledge-intensive, methods, tools and practices for improving knowledge work in SMEs are becoming more important and crucial. Besides the major part of KM research is either does not take size of the company into account, or focus on big companies. So the research, which studies KM practices in SMEs is relevant.
The text covers aim and task of the thesis.

Structure and logic of the text flow. Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.

Text is very well structured and fulfill the thesis scope.

Quality of analytical approach and quality of offered solution to the research objectives. Adequacy of objectives coverage; ability to formulate and convey the research problem; ability to offer options for its solution; application of the latest trends in relevant research are for the set objectives.

Research problem and research questions are formulated properly and can be answered with chosen methods.

Quality of data gathering and description. Quality of selecting research tools and methods; data validity adequacy; adequacy of used data for chosen research tools and methods; completeness and relevance of the list of references.

Research tools choice is justified and fit the research questions.
Data gathering process is clearly described.
Although Iuliia did a good job collecting data, size of the sample limits the possibilities to generalize the results of this work to the whole population of SMEs in Russia (it is mentioned in the limitations of the research strategy). It is rather typical problem for student's research, where access to respondents is limited. So additional research with a bigger sample is necessary in order to make results more representative.

Scientific aspect of the thesis. Independent scientific thinking in solving the set problem/objectives; the extent to which the student contributed to selecting and justifying the research model (conceptual and/or quantitative), developing methodology/approach to set objectives.

The research is well situated in the field; chosen methods are proven to be adequate.

Practical/applied nature of research. Extent to which the theoretical background is related to the international or Russian managerial practice; development of applied recommendations; justification and interpretation of the empirical/applied results.

The author could pay more attention to managerial implications. Currently the research is mostly oriented towards academic community. The conclusions can be seen rather simple, but even rather evident things require fact-based basis in management science.

Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

Minor misspellings (for example, at p. 17 “Takin into account” or “implementation of KM practices could very crucial” at p. 27).

Originality of the text. All sources of match identified by the Safe Assign system follow the allowed cases, the paper does not contain any elements of plagiarism.

The thesis text is original and does not contain elements of plagiarism

The Master thesis of Iuliia Kolotova meets the requirements for master thesis of Master in Management (MIM) program thus the author of the thesis can be awarded the required degree.

Date 02.06.2018

Scientific Advisor:
Dmitry Kudryavtsev, Associate Professor

